

U.S. NAVY REGION SOUTHWEST

DISPUTE RESOLUTION CENTER:

AN ADR SUCCESS STORY

SOELR '99

Carole Houk, Navy ADR Counsel & Catherine Cheyssial, DRC ADR Team
Leader, Presenters

ADR in the Navy

I .**SECNAV Instruction 5800.13 issued 11 Dec 96 established
agency policy:**

ADR techniques shall be used **to the maximum extent
practicable**

Every conflict and issue in controversy is a potential
candidate for ADR

Goal is to resolve disputes and conflicts at the earliest stage
feasible, by the fastest and least expensive method possible
and at the lowest possible organizational level

Workplace Disputes

Average time to process a single civilian EEO complaint in the
Navy: **749 days**

Average cost to process an EEO complaint through
administrative hearing: **\$40,000**

Percentage increase in federal sector discrimination
complaints, '91-'95: **55%**

Number of EEO formal complaints in FY98 for DON civilian
workforce of 186,596: **2046**

Labor-Management Data

Negotiated grievances and unfair labor practice charges
handled by labor relations specialists & union representatives on
official time

Number of negotiated grievances in Navy: not centrally tallied

Average cost for handling negotiated grievances and ULPs:
unknown

E.O. 12871(Partnership) requires agencies to provide ADR
training to LR professionals

Alternative:

Dispute Resolution Centers

Using ADR (mostly mediation) to quickly and effectively resolve
workplace disputes

Collapsing timeframes - intake to resolution within 60 days

Voluntary, confidential process - better options for settlement
created by parties

75% resolution rate for cases mediated

Many cases resolve prior to mediation

Increased use of "facilitated dialogue"

San Diego Mediation Program:

A Model for the Navy

San Diego Mediation Council formed in '96 with reps from all
Navy activities in Region

'97 Pilot program resulted in 77% resolution rate for mediation
of EEO disputes

'98 settlement week resolved 15 of 17 mature formal EEO
complaints

FY 98 statistics reveal 78% resolution rate for mediated cases

How does the DRC work?

The San Diego ADR Council expanded to include SPAWAR HQ
and the Marines, covering nearly 30,000 civilian employees in
the Southwest region

The Council develops policy and practices for the DRC in accord
with Navy ADR Guidelines set by HQ

A cadre of local Navy personnel have been deeply trained to
become the first group of U.S. Navy certified mediators

DRC Vision Statement

“Optimizing customer productivity through
effective dispute resolution”

Guiding Principles of DRC

Collapse Timeframes

Ensure Quality Customer Service

Increase Resolution Rates

Maximize Resources

Ensure Congruency Between HRO Central and Site
Offices

NAVY ADR

ADVISORY COUNCIL

Purpose:

Monitor mediator pool

Assist in implementation/expansion of Navy ADR Program in
San Diego

Advisory body to the Dispute Resolution Center

Composition:

DEEOO, ADR Manager, Union rep, Management rep, Site reps, Legal
rep, Military rep

ADR Methods Used by the DRC

Mediation
Conciliation
Facilitation
Peer Review

Who will the mediators be?

Navy Southwest Region employees
Must be certified through the Navy program
Trained by the private sector San Diego Mediation Center
60 mediator trainees
Application
Supervisory Approval
Intro Mediation
Advanced Mediation
Intensive Evaluation
3 Co-mediations
Ethical Standards

Developing A Mediator Pool

From a wide range of Navy and Marine Corps activities
in Southwest Region
From all walks of life
Deep evaluation, feedback from participants, refresher
training
Retaining external SDMC mediators for tough cases or
when neutrality is questioned

Skills Evaluation

Skills evaluation developed by SDMC and Catherine

Cheyssial, ADR Team Leader

Process includes:

Step 1 - Evaluating Tone

Step 2 - Evaluating Ability to distill key issues

Step 3 - Evaluate Ability to conduct a mediation session using
roleplays w/ professional actors

After Intro and Advanced skills training, but before co-
mediations - integral step in process

Program Mechanics

Personnel Management Advisors (PMAs) in the **DRC** will handle
intake of workplace disputes (EEO, grievances, others) and
refer appropriate cases to mediation or other ADR process

The DRC's ADR team will assess the suitability of the case for
ADR, assign mediators from the certified roster, brief the
parties, and provide resources during the ADR effort

Processing Timeframes

Intake Process (5 Work Days)

From date of contact to resolution or referral to DRC

PMAs trained in ADR skills

ADR Processing (10 Work Days)

From date referral received to resolution or referral to
complaints processing

ADR Team at DRC

Program Evaluation

Exit Surveys evaluated by external PhD

Evaluation of a new program is a critical step - Navy will build
on lessons learned from Air Force, Army, USPS, VA

ADR satisfaction ratings will measure time saved, costs
avoided, and relationships preserved or improved through the
use of ADR

Goal is to develop San Diego as the model program to serve as a template for other Navy regional areas

Marketing

Stakeholder Training for supervisors and managers
critical and ongoing

Newspaper articles in local activity and community
publications

Calendars and coffee mugs with Dispute Resolution
Center logo distributed

Purchased software to create brochures, flyers,
posters, newsletters

DRC ADR Statistics: FY 98

(Prior to Consolidation)

ADR Hot News

14 Sept 98 ***Inter Agency Working Group***: Federal ADR
meeting convened by Janet Reno and OMB and attended by DRS
from each federal agency

Four IAWG Sectors established - Contracts, Workplace, Civil
Enforcement, and Claims against the Government

Navy actively participating in all four sectors

Inter Agency Working Group

Every Agency is to establish at least one ADR program in FY 99
and report to AG

IAWG Web-site: www.financenet.gov/iadrwg.htm

Clearinghouse for meetings & minutes, training, federal and
private ADR sites and downloadable documents

Heavy schedule of panels, workshops, resource-sharing among
agency ADR programs

Navy ADR Program Office

Dispute Resolution Specialist:

Eugene P. Angrist, Deputy General Counsel

Deputy Dispute Resolution Specialist:

Carole S. Houk, Office of General Counsel

703-614-6122 fax: 703-693-5666

houk.carole@hq.navy.mil

Southwest Region Dispute Resolution Center

Meahlani Tolbert, Director, Dispute Resolution Center

Catherine Cheyssial, ADR Team Leader, Dispute
Resolution Center

(619) 532-1212